



Employee Onboarding Guide



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Did You Know?

- **69%** of employees are more likely to stay with a company 3 years or longer if they experienced great onboarding.
- **20%** of employee turnover happens in the first 45 days.
- **33%** of new employees look for a new job their first 6 months on the job.
- Organizations with strong onboarding processes experience **50%** greater new employee productivity.
- It takes new employees **8-12 months** to gain proficiency in their job.

Orientation is an event.

Onboarding is a process.

Differentiators	Orientation	Onboarding
Time	Single event	Several months to a year
Delivery	Classroom style	Scalable, requires 2-way feed of information
Message	Need-to-Know information	Customized information based on role
Results	Still considered "new" and rely on the assistance of their managers and colleagues	Strengthens new employees' connection with their role and the company Fully integrates new employees and gets them productive faster



The Basics

3 Categories of New Employee Information

Generic Information

- Mission, vision, values, resources, information relevant to all employees (received at Orientation)

Department

- Introductions, policies, dress code, how things run

Job

- Description, expectations, specific goals

Remember!!

People can't learn everything they need to know about their new jobs and company in one day. Yet too often people think about onboarding as something that only occurs on Day One. That's a mistake.

The Onboarding Process

Prior to Arrival

Goal: *By preparing for your new employee, you can provide a more comfortable onboarding that fosters confidence in a new position.*

- As soon as they accept the offer, **reach out** by phone, or email, to welcome them. Give them your contact information.
 - *See Sample Welcome Email, page 10*
- A few days before new Employee Orientation, **call to check-in** and see if they have any questions.
- **Add new employee** to any distribution list / contact list.
- **Plan their first day/first week** in the department. Structure will make a new employee feel more comfortable and minimize anxiety and confusion.
 - Think through the Onboarding Prep Questions below
- **Appoint a team buddy** for the new employee – a guide or advisor they can turn to when you are not around.
 - ✓ Choose someone knowledgeable, but also eager, upbeat and patient.
 - ✓ Delegate to this person, but do not completely disassociate yourself from the process.
- **Send an email announcement** about the new employee to everyone who will be working with them
 - *See Sample Team Introduction Email page 10*

Onboarding Prep Questions

- What's important for employees to know?
- What impression do you want an employee to have on their first day?
- What are the expectations of the new employee?
- If you were to put together a cheat sheet for the new employee, what would be on it? (Don't forget acronyms!)
- How will you make the new employee feel really welcome?
- What key policies and procedures must new employees be aware of on their first day to avoid mistakes on their second day?

The Onboarding Process

First Day: Orientation

Goal: *Have a short face-to-face interaction. This can help ease nerves before their first day.*

- **Briefly stop by Orientation** and welcome the new employee and introduce to their team buddy if possible.
- Give new employees their **upcoming schedule**.

First Day: Department

Goal: *Make them feel really welcome. This is a day of discovery, introductions, and discussions of how things work.*

- **Give a tour** of the department – time clock, exception sheets, break area, restrooms.
- **Introduce** to other team members.
- **Review department policies** and procedures; show how to access online info.
- **Discuss department specifics** on work hours, lunch hour, break times, calling in sick, requesting time off.
- Review department **dress code**, department policy on **cellphones**.
- Instructions on **communication tools** – telephones, computers.
- **Schedule one-on-one** time with new employee weekly for first month – 20-30 minute touch base time. Let new employee know you will be touching back weekly for their first month and regularly after that.
- **Start building a relationship** – have a de-briefing, touch base conversation with new employee.
 - *See Sample First Day in Department Script page 11*

The Onboarding Process

First Week

Goal: *This is when you help the employee get acquainted with your organization and his/her role in the department.*

- Review **department goals**.
- Send **meeting requests to include new employee** on future meetings, i.e., staff meetings.
- Review job details:** description, responsibilities and expectations.
- Explain/describe the ways they'll be **expected to contribute**.
- Ensure new employee has been given **daily expectations/ assignments**.
- Toward end of first week, have **touch base** with new employee. (See *Sample Touch Base Questions page 9.*)
- It's never too early to **provide feedback**. Until you do, a new employee is uncertain of their actions.
 - *See Constructive Feedback Conversations page 12*

Don't assume your new employee will come in perfect and knowing everything. You hired the best person for the job, and they may have had this type of job before, but they still need guidance on how your organization does it and your expectations.

The Onboarding Process

Ongoing

Goal: *Continue touch base regularly with your new employee. This is a crucial part of onboarding that is often neglected but makes a significant difference.*

- **Touch-base** briefly and give regular feedback, positive and constructive. Weekly touch bases the first month are very important during onboarding.
- **Praise successes.** Be specific with your praise; don't just say "You're doing a good job." Tell them specifically what they did well.
- **Discuss opportunities** for improvement.
 - *See Constructive Feedback Conversations page 12*
- Ensure **clear, specific expectations** are set regularly. Don't assume they know and remember what you expect from them.
- When the new employee successfully completes probationary period, **meet with the employee to confirm and congratulate** on successful completion.

Onboarding Tips

- **Meet with your new employees** often for a quick touch base
 - Daily for the first week
 - Weekly for the first month
 - Once every two weeks for the first quarter
 - At least once a month for the first 8 months.
- **Expectations exchange** with new and existing employees
 - Clearly define what you expect from them.
 - Ask what they are expecting from you.
- **Teach and share** about our organization
 - Tell stories and share your experiences/knowledge about the culture and history of your organization.
- **Involve key people** in the new employee's onboarding.
 - Expose new employees to others' views as well as your own.
- **Observe new employees**
 - What do they enjoy the most?
 - What's easiest or hardest for them to learn?
 - What's easiest or hardest for them to do?
- **Ask great questions.**
 - Do this on an ongoing and consistent basis.
 - *See Sample Touch Base Questions, page 11*

Samples

Welcome Email

Dear *Emily*,

On behalf of everyone in DEPT at ORGANIZATION, I want to welcome you to our team. I hope you will find work here rewarding and challenging. We are all working for a common goal and your contribution will be important to achieving this goal.

I'm excited to have you come onboard with us and would like to wish you the best of luck in your job.

Welcome aboard!

Manny Manager

Phone number

Email

Team Introduction Email

Subject: Welcome Emily Employee

Dear Team:

I am very pleased to announce that *Emily Employee* will be joining our team as a *Position*.

Emily comes to us from *previous employer/school*, where *he/she* was a *XXXXX* for # of years. Before that, *he/she* worked *XXXXX*. *Emily* brings list capabilities/competencies, (*OR how they will be contributing to the team*). *Include something personal such as hobbies, sports or interests if known*.

Emily's first day will be *MM/DD/YYYY*, and *he/she* will be located at *spot/building/floor*. I will bring *him/her* around for initial introductions, but please feel free to stop by and introduce yourself and welcome *Emily* to our department.

Please join me in welcoming *Emily* to our team.

Manny

Samples

First Day in Department Script

We're so glad you are a member of our team. I wanted to talk with you briefly so we can start getting to know one another.

Tell how long you've been with COA and the department.
Describe your management style.

Ask: What type of support do you need from me?

Ask: How do you like to be recognized when you have a success?

Ask: What about your new job are you most excited about?

Ask: What's 1 strength you have that you will bring to the team?

Touch Base Questions

- What would you like to know more about?
- We want you to be successful. What kind of support or direction do you need that you aren't getting?
- What kind of support or direction are you getting that you don't need?
- How does the job measure up to what you expected? Where are we on or off?
- We want you to be happy here! How can I help you get more of what you want from this job?
- So far, what do you enjoy most about your work?
- How are you doing with the job expectations we discussed?
- What challenges are you experiencing?
- What have been highlight(s) for you so far?
- What do you expect from me that you are not getting?
- What skills would you like to learn or improve that will help you in your job?
- What suggestions or ideas do you have for our department?



Samples

Constructive Feedback Conversations

S

Situation

Describe the situation. Be specific about when and where it occurred.

B

Behavior

Describe the observable behavior. Use facts, rather than your own assumptions about the situation.

I

Impact

Share the impact of the behavior on you/others who were present. Impact is what you/others experienced: you're now making the internal experience known to the individual.